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Annual report of the Executive Director: progress and achievements against the medium-term strategic plan

Summary

The report includes the annual review of achievements and constraints in 2010 against the UNICEF medium-term strategic plan (MTSP) for 2006-2013 (E/ICEF/2005/11). Building on the outcome of the 2008 mid-term review (E/ICEF/2008/18) and the in-depth review (E/ICEF/2010/9) of the MTSP, the report aims to (a) take stock of changes in the global context affecting children, including emerging issues; (b) review progress made towards achieving the Millennium Development Goals and commitments of the Millennium Declaration building on the discussions that took place at the General Assembly High-level Plenary Meeting on the Millennium Development Goals ("Millennium Development Goals Summit"), in September 2010; (c) identify and elaborate on key strategic shifts in the MTSP; and (d) present results in each focus area, based on lessons learned, analysis of progress and recent developments, and a review of management issues. Trends in progress and performance against key indicators are further presented in the accompanying Data Companion.

The report was produced in conjunction with the UNICEF annual report of the Executive Director to the Economic and Social Council (E/2011/6–E/ICEF/2011/3), which gives more detailed information and examples of UNICEF work in areas emphasized in General Assembly resolution 62/208 of 19 December 2007 on the triennial comprehensive policy review of operational activities for development of the United Nations system.

It is recommended that the Executive Board adopt a decision taking note of the annual report of the Executive Director.

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I. Overview

1. The year 2010 began with the 12 January earthquake in Haiti, the single-largest catastrophe to hit that country. More than 220,000 lives were lost and countless families were fractured — some 750,000 children were directly affected. Although progress was achieved in relief and recovery, towards the end of the year cholera broke out and quickly spread to all 10 subnational areas, resulting in further loss of life and challenging the fragile progress.

2. In August, the worst floods in recorded history ravaged large parts of Pakistan, affecting an estimated 18 million people. By the end of 2010 floodwater remained in parts of Sindh Province, continuing to hamper the humanitarian response.

3. Though the most acute phase of the global financial and economic crisis has passed, recovery in 2010 remained fragile and uneven. Developing countries accounted for almost one half of global growth, yet continued to face enormous challenges, such as high food and fuel prices. An analysis by UNICEF has shown that high local food prices have tended to be most acute in poor and vulnerable geographic areas.[1]

4. The year 2010 heralded the 'five years remaining' mark towards the 2015 deadline to achieve the Millennium Development Goals. The gains made towards realizing the Goals, as shown in indicators such as under-five mortality rates, undernutrition, numbers of girls and boys who are in school, and household water access, are largely based on improvements in national averages and conceal broad and even widening disparities in achievement of developmental goals among regions and among groups within countries. The available data on trends and disparities seen in a range of indicators affecting the lives of children and women were analysed and presented by UNICEF in *Progress for Children: Achieving the MDGs with Equity*. The analysis showed persistent disadvantages affecting the survival, nutrition, and access to education and basic services of children and families who are poor and living in rural and in some cases low-income urban areas. These inequalities are exacerbated by natural disasters and climate instability and by discrimination faced by girls, by minority and indigenous groups, and by children living with disabilities.

5. Working closely with expert practitioners and partners such as Save the Children, UNICEF modelling demonstrated that equity-based approaches not only are a moral imperative but also are likely to provide a cost-effective way for achieving more rapid impact in pursuit of the Goals. The analysis, including the study entitled "Narrowing the Gaps to meet the Goals",[2] made the case that a focus on equity that prioritizes the most disadvantaged children and families is right both in principle and practice. This work was highlighted in discussions at the Millennium Development Goals Summit in September 2010 and has led UNICEF and many partners to refocus on the inclusion of the poorest families and most vulnerable communities in meeting the Goals by 2015 and in sustaining the progress made.

[1] I. Ortiz, J. Chai and M. Cummins, "Escalating Food Prices: The threat to poor households and policies to safeguard a Recovery for all", UNICEF Working Paper, February 2011.

[2] "Narrowing the Gaps to meet the Goals", UNICEF, 7 September 2010.

6. For UNICEF, a sharper focus on equity is proving essential to delivering results for children. To realize the full promise of the equity approach and deliver results more effectively for the world's most vulnerable children and families, UNICEF is: (a) building partnerships for the equity approach; (b) operationalizing the approach across the entire organization; (c) working to become an even stronger partner and leader in promoting United Nations system-wide coherence;[3] and (d) improving the organization's internal efficiency and management practices in support of delivering results.

7. In order to focus attention on key strategic results for children at all levels of the organization, having more up-to-date information on ways to improve progress and efficiency to inform decision-making is proving critical. Communicating results to and sharing field experiences with stakeholders (national partners, donors and United Nations organizations) will help to mobilize a critical mass of support to accelerate progress. Sharing evidence of results on addressing the barriers to full inclusion of the most disadvantaged populations is particularly effective.

8. The organization is implementing initiatives to enhance its cost-effectiveness as a partner in achieving results. All country offices in 2010 reported on actions taken to improve cost-effectiveness and realize operational efficiencies. Preparations are well advanced for rolling out VISION (Virtual Integrated System of Information) in all offices at the end of 2011, including simplifying processes, enhancing capacity for results-based planning, resource tracking, reporting and connectivity.

9. In order to maintain efficient and effective operations and a strong focus on equity, UNICEF requires predictable core funding. Yet despite the increase in overall income in 2010, the level of regular resources decreased. Indeed, the proportion of regular resources to total resources declined for a third consecutive year. If such a trend continues in 2011, it will hinder the ability of UNICEF to deliver results for children.

II. Summary of progress in each focus area of the MTSP

A. Focus area 1: Young child survival and development (Goals 1, 4, 5, 6 and 7)

10. Maternal, newborn and child health continued to rise in prominence in the global agenda. In September the Secretary-General's Global Strategy for Women's and Children's Health was launched. The strategy has received significant commitments both from traditional donors and a large number of programme country Governments, which also made major policy and financial pledges. Following the launch of the Global Strategy, the Government of Canada committed $50 million to the H4 (Health Four partnership) to support implementation and the activities of the 'H4+' agencies, with the Joint United Nations Programme on HIV/AIDS (UNAIDS), now a full-time partner. The European Union (EU) and the Government of Japan are also formulating global health policies with a strong focus on Goals 4 and 5. Finally, the G8 (Group of Eight) recently announced that

[3] The contributions and commitment of UNICEF to United Nations coherence are described in detail in the "Annual report to ECOSOC" part V (E/2011/6-E/ICEF/2011/3).

achieving Goals 4 and 5 will be a major focus of its development efforts and committed almost $2 billion in additional resources.

11. Progress on reducing mortality in children under 5 years of age continues, but is not yet sufficient to achieve Goal 4, particularly in sub-Saharan Africa, South Asia and the Pacific. Progress on reducing neonatal mortality has been far less than that for children aged more than one month. In 2010, UNICEF supported more than 50 countries to conduct Child Health Days. This approach remains a key strategy for delivery of integrated packages of child survival services especially in hard-to-reach areas with generally weak health systems and infrastructure. The results achieved confirm that this approach is critical to ensuring sustained coverage of interventions for the most disadvantaged. The most common interventions in Child Health Days are vitamin A supplementation, immunization, deworming and distribution of insecticide-treated bed nets to prevent malaria.

12. UNICEF is spearheading the effort on integrated Community Case Management of common childhood illnesses, in close collaboration with partners. As a result, 23 countries in sub-Saharan Africa now have supportive policies in place for integrated Community Case Management of pneumonia, compared with only 7 countries in 2007. One billion children were vaccinated in 2010 under the Global Polio Eradication Initiative, but polio is not yet eradicated and transmission continues in four endemic countries (Afghanistan, India, Nigeria and Pakistan). Conflict and related security concerns, combined with poor coverage of services and natural disasters, have constrained progress. While the Bill & Melinda Gates Foundation contributed an additional $112.5 million to support this work in 2010, significant funding gaps remain. Meanwhile, levels of routine immunization remained high but not universal, with DPT3 coverage at an estimated 82 per cent in developing countries in 2009. UNICEF procured more than 2.3 billion doses of vaccines on behalf of 86 countries in support of national immunization programmes in 2010.

In 2010, UNICEF assisted an estimated:

- 293,031,601 children with 2 doses of vitamin A supplement.
- 42,043,876 households with bed nets to protect against malaria.
- 7,789 health centres with improved Emergency Obstetric Care facilities.
- 3,808,983 households with access to improved drinking water sources.
- 2,383,954 households with improved sanitation facilities.
- 19,540 health clinics to provide better services for prevention of mother-to-child transmission of HIV.
- 12,943,937 children to have their births registered.

Source: Country office annual reports.

13. The work of UNICEF on nutrition strengthened emphasis on, and direct support for, a set of 16 priority countries with a high burden of chronic and acute undernutrition. This resulted in scaling up of nutrition-related interventions in national plans and improved linkages with other sectors such as water, sanitation and hygiene, education, HIV/AIDS, and health. The proportion of programme countries with national plans that include targets for improved family and community care practices for mothers and children has grown steadily from 32 per cent in 2005 to 60 per cent in 2010. Some 58 countries (up from 48 in 2009) have

conducted a gender analysis to identify challenges in family and community care practices. UNICEF and partners supported programmes to scale up complementary feeding in over 40 countries, particularly in Asia and Latin America. As of 2010, 37 programme countries had reached the target of at least 90 per cent of households using adequately iodized salt, an increase from 21 countries in 2002. One hundred twenty-five countries are now implementing and reporting on salt iodization programmes, an increase of 39 per cent in just seven years. Although the global data show that exclusive breastfeeding rates for infants up to 6 months of age are stagnant at about 36 per cent, analysis of data in 86 developing countries shows that breastfeeding is increasing in two thirds of these nations.[4]

14. UNICEF is leading the global effort to scale up Community-based Management of Severe Acute Malnutrition. In 2010, 51 countries were supported by UNICEF to scale up their integrated management. The procurement of ready-to-use therapeutic foods by UNICEF further increased from 7,850 metric tons in 2009 to 20,000 in 2010, enough to treat approximately 1 million severely malnourished children.

15. In 2009 (the latest year for which coverage data are available), 71 per cent of all targeted children aged 6-59 months in developing countries with high child mortality rates were fully protected against vitamin A deficiency through supplementation. Coverage was 87 per cent of children in the least developed countries, indicating progress in reaching the most vulnerable and hitherto unreached populations. UNICEF focused on improving coverage in low-performing districts; largely as a result, 30 countries reported having over 80 per cent coverage in 80 per cent of districts. Other countries are mapping out low-performing districts in order to understand the challenges. In 2010, UNICEF supplied over 600 million vitamin A capsules to benefit an estimated 293 million children.

16. UNICEF has prioritized support for programmes on comprehensive control and treatment of diarrhoea (zinc and oral rehydration salts solution) in at least 50 countries. Global resources have not been sufficient to bring diarrhoea management to the forefront; thus, progress for promoting the use of zinc, in particular, has remained slow. In addition to resource mobilization, the priority actions include innovations in product design as well as more effective delivery approaches, such as links with Child Health Days and immunization programmes to increase the availability of oral rehydration solution and zinc among poor households.

17. Implementation of a toolkit jointly developed by UNICEF and its partners is supporting scale-up of the integrated management of malaria, pneumonia and diarrhoea is now supported in over 20 countries. This is extending the reach of diagnosis and treatment of malaria, including in six countries supported through the UNICEF-CIDA (Canadian International Development Agency) Catalytic Initiative. UNICEF procured 41 million treatments for malaria for 30 countries in 2010, compared to 36 million treatments for 34 countries in 2009. UNICEF also procured about 7.3 million malaria Rapid Diagnostic Tests for 19 countries.

18. It has been challenging to assess the extent of progress towards the Goal 5 target of improving maternal health, due to scarcity of accurate data on maternal mortality, particularly in developing-country settings. The World Health

[4] *Source*: UNICEF database 2011. Countries that have available trend data starting from around 1996 up to around 2008 are included.

Organization (WHO), UNICEF, the United Nations Population Fund (UNFPA) and the World Bank collaborated to develop and update estimates of maternal mortality using statistical modelling for countries where no reliable data on maternal mortality exist. UNICEF helped to strengthen emergency obstetric care (EmOC) services in a number of countries where the scale-up of basic EmOC services and the 'helping babies breathe' newborn resuscitation initiative are contributing to reductions in maternal and neo-natal mortality. It is estimated that more than 7,789 EmOC facilities were improved through UNICEF cooperation worldwide in 2010.

19. Although the world is on track to meet the Millennium Development Goal target on drinking water, this is not the case for the sanitation target, progress on which, without acceleration, is likely to fall short by 1 billion people. Moreover, there remain major disparities across regions, between rural and urban settings and between well-off and poor households. A key impetus for the scale-up of WASH programmes in countries was the launch in 2010 of Sanitation and Water for All, a global partnership of developing countries, donors, multilateral agencies, civil society and others working together to achieve universal and sustainable access. The immediate focus has been to accelerate progress towards the targets in the most off-track countries and most deprived communities. UNICEF has taken on a strong leadership role in the partnership, including as host of its Secretariat and as a Steering Committee member. UNICEF offices in 75 countries report that a total of an additional 3.8 million households were reached with access to improved sources of drinking water in 2010, and 65 offices report improved sanitation facilities in 2.4 million households. Both results were achieved with UNICEF support.

20. UNICEF continues to align its support for sanitation with the goal of eliminating open defecation and supports community-level initiatives that employ demand-led, participatory approaches, known as Community Approaches to Total Sanitation. During 2010, UNICEF supported these programmes in 49 countries. As a consequence, a rapidly growing number of people are now living in communities free of open defecation. Hand-washing promotion is also being prioritized within UNICEF programmes of cooperation. The number of countries with an intensive national behaviour-change communication programme that promotes hand-washing with soap has jumped by around 50 per cent, from 53 in 2008 to 87 in 2010.

21. UNICEF continued its role as lead agency for the Inter-Agency Standing Committee (IASC) Global Nutrition Cluster, providing direct, sustained support to seven countries undertaking emergency operations in 2010. Additional UNICEF staff members were deployed to develop and establish integrated emergency nutrition responses, to improve national capacity and ensure the provision of supplies. The response of UNICEF to the major disasters of 2010 included an emergency mass immunization campaign in Haiti targeting measles, diphtheria, pertussis and tetanus, and the reestablishment of maternal and child health care services and support for decentralization and community health services. In response to the effects of the floods in Pakistan, a major immunization campaign against measles and polio was conducted along with vitamin A supplementation. During 2010, the emergency response of UNICEF related to global health provided the following estimated numbers of supplies and vaccines: 3,083 emergency health kits in 21 countries; 6.2 million doses of meningitis vaccine in 8 countries; 10.4 million doses of measles vaccine in 40 countries; and 20.6 million long-lasting insecticide-treated nets to prevent malaria in 38 countries.

B. Focus area 2: Basic education and gender equality (Goals 2 and 3)

22. In education, major lessons were learned through studies and evaluations, and the use of evidence has supported effective policy engagement. Research shows that access to pre-primary education remains at low levels — 44 per cent globally — with very low levels in sub-Saharan Africa, at around 19 per cent on average. Significant disparities exist in almost all countries, often masked by national figures. Several countries have progressed in developing a policy for universal school readiness. There were 65 countries with national universal school readiness policies in place in 2010, up from 45 in 2008. UNICEF focused on assisting countries in the development of Early Learning and Development Standards, with 63 countries reporting having national standards and tools for monitoring school readiness, up from 50 in 2008. UNICEF offices in another 32 countries report there being some form of standards, which will be a focus of support in the coming years. The evaluation[5] of a cost-effective and supplemental model to address early learning — "Getting Ready for School: A Child to Child approach" — after one full year of implementation noted an increase in age-appropriate entry into schools and also an improvement in all areas of school readiness among the children participating. The results are being used to improve

Addressing equity in education throughout the lifecycle

The goal of universal primary school access and completion will not be reached by 2015 if present trends continue. While there has been progress at national levels on average, in many countries, large swaths of society are being left behind as a result of inherited disadvantages. Deep-rooted inequalities are a major barrier to universal primary education. Disparities linked to wealth, gender, ethnicity, language, location and disability are holding back progress in many countries. UNICEF will focus on policy options and practice around issues that can address those outside the educational system, and also on measures that can improve teaching and learning. Identified areas of emphasis include:

Building the evidence: The education programme will engage in secondary data analysis to develop a more comparable and nuanced profile of equity in education at global, regional, and selected country levels to inform advocacy messages.

Bottleneck analysis and costing: The bottleneck analysis involves review of bottlenecks and barriers relating to supply and demand factors leading to children being excluded from the system. An analysis of the cost of removing the different bottlenecks, specific to every country, will involve running different models and assessing the impact of various interventions.

'Out-of school' initiative: UNICEF and the UNESCO Institute for Statistics have launched a joint Global Initiative on Out-of-School Children to renew efforts on this issue.

Social Norms: Extend and deepen work on examining the ways in which social norms develop and operate to entrench exclusion and discrimination; and use this analysis to inform appropriate interventions.

Teachers for the marginalized: Teachers can play a critical role in addressing equity in education, both its overt and tacit manifestations. The immediate need is to develop a policy agenda to focus on issues of recruitment, deployment, remuneration, management and professional development with a focus on enhancing equity in education.

[5] Getting Ready for School: A Child to Child Approach, *Programme Evaluation for Year One*, UNICEF, June 2010 (http://www.unicef.org/education/files/UNICEF_CtC_Year_One_Impact_Evaluation.pdf).

existing alternative care programmes and strengthen advocacy measures for early childhood development services.

23. UNICEF and the United Nations Educational, Scientific and Cultural Organization (UNESCO) launched a Global Initiative on Out-of-School Children at the beginning of 2010 with the aim of introducing a more systematic approach to the challenge of out-of-school children and to guide education sector reforms in this regard. Measures to address cost barriers to access and retention — such as school fee abolition and equity-focused social protection measures including cash transfers, scholarships and school-feeding programmes — are now being expanded in many countries.

24. UNICEF is playing a key role in policy development and scaling up gender-focused interventions in basic education, including through partnerships for the United Nations Girls' Education Initiative in 44 countries, an increase of two partnerships since 2009. Work on preventing violence and bullying in schools is being expanded. Barriers to the retention of girls and their transition to secondary school were addressed in 2010 through various approaches, including remedial classes, grants, scholarship programmes for girls in the final year of primary school and gender-sensitized teacher training and classroom materials. To promote improvements in the efficiency and effectiveness of education, planning, budgeting, monitoring and management systems were also strengthened at national, subnational and school levels in conjunction with decentralized school budget policies. In poor communities, UNICEF continued to distribute learning and teaching materials that are based on active learning, focused on equity, and incorporate new curricula. The support of UNICEF to Ministries of Education to develop policies and plans for inclusive education was a key strategy in countries in all regions. To enrol and retain disadvantaged children, governments, with support from UNICEF, implemented accelerated learning initiatives that were appropriate to age cohorts. Governments also implemented reintegration programmes for children in conflict with the law and those affected by armed conflict.

25. UNICEF is an active partner in The Fast Track Initiative (FTI), a global compact and partnership on education between donors and developing countries. The initiative was launched in 2002 to help low-income countries achieve free, universal basic education and ensure accelerated progress towards Goal 2. UNICEF country offices are engaged with FTI in a variety of ways: 90 per cent are supporting the Education Sector Plan development and/or an FTI grant application; 79 per cent are contributing to sector plan appraisal and endorsement; 64 per cent are leading and or convening the Local Donor Group or equivalent; 64 per cent are supporting FTI programme/sector plan implementation; 62 per cent are assisting in the mobilization of funds; 83 per cent are assisting in government capacity-building; and 71 per cent are contributing to sector plan/FTI monitoring and evaluation. This has led to leveraging of funds for country education sector plans and the development of plans, including in several fragile states.

26. With advocacy and support from UNICEF, 80 programme countries had adopted quality standards for primary education based on 'child-friendly schools' or similar models by 2010, compared to 43 in 2005. UNICEF supported training on quality standards for such schools in 20 countries in 2010.

27. Establishing a protective learning environment for children, especially for girls, has now been included as an integral part of quality education. Programmes

for safe spaces, prevention of violence and sexual abuse of children as well as psychosocial services and community-based interventions have taken root in a number of countries. UNICEF supported the construction of school water and sanitation facilities in 21 countries; and norms and standards for school construction now include WASH facilities in a number of countries in Asia and Central and Eastern Europe and the Commonwealth of Independent States.

28. Addressing threats to education related to poor health and malnutrition, violence, climate change and disaster risk is particularly important for girls and for children who are disadvantaged because of disability or poverty. Therefore, support is being given to large numbers of initiatives in schools addressing life skills education, health promotion, peacebuilding and disaster risk reduction as well as provision of basic services through schools. Teacher training was developed and implemented in 10 countries on these issues, as well as on violence prevention, HIV and AIDS, and climate change.

29. A review of the constraints to the implementation of education programmes highlighted the following: limited capacity of partners and government counterparts; poor coordination among government departments and between the national and subnational levels; unstable political situations; lack of flexibility in funding; weak systems of monitoring and evaluation; and difficulty in attracting high-quality education consultants. UNICEF will focus its interventions more strategically on promoting equitable and inclusive results within education sector plans, on maintaining attention to both out-of-school children and children at risk of dropping out and not learning, on upstream policy work related to education sector plans and equitable education budgets, and on strengthening national monitoring and evaluation systems.

30. In 2010, the IASC Global Education Cluster mechanism was strengthened through the establishment of 35 country-level clusters. While education responses to emergencies contributed to faster recovery, a much greater challenge lay in consolidating the responses in order to contribute to longer-term rebuilding and reform of education systems. Transition from response to development was often constrained by inadequate political will and frequent change in political leadership. Complex security situations and internal displacement of people have also proven challenging.

C. Focus area 3: HIV/AIDS and children (Goal 6)

31. Halting the spread of the HIV epidemic among all women and children by 2015 remains a major public health and human rights challenge. In 33 countries, the HIV incidence fell by more than 25 per cent between 2001 and 2009, and evidence points to declines among young people in 7 countries. However, AIDS remains a main cause of under-five mortality in countries with high HIV prevalence.[6]

32. Unite for Children, Unite against AIDS continues to serve as a global banner highlighting the needs and rights of children affected by HIV. Elimination of mother-to-child transmission (MTCT) has been established as a joint priority of UNICEF and UNAIDS. UNICEF contributed to the UNAIDS 2011-2015 Strategy entitled *Getting to Zero*, the implementation of the Action Agenda for Women and

[6] *Progress for Children: Achieving the MDGs with Equity*, UNICEF, 2010.

Girls, and a new division of labour among the cosponsors, which assigns UNICEF co-convener accountabilities on the three priority areas of Prevention of Mother to Child Transmission of HIV (PMTCT), Prevention of HIV Among Young People and Social Protection, Care and Support.

33. Evidence for policy and scale-up has been strengthened by improved knowledge management, including though the use of social media and web-based technologies. Along with the Global Fund to Fight AIDS, Tuberculosis and Malaria, UNFPA, WHO and others, UNICEF focused efforts on 20 countries highly affected by the epidemic for reprogramming of Global Fund resources. Funds totalling $70 million from 11 countries were mobilized in 2010. In 2010, UNICEF Supply Division procurement of HIV commodities totalled $101 million for over 65 countries, consistent with procurement volumes in 2009. For 2010, 77 per cent of the total was for procurement of antiretroviral drugs (ARVs); 16 per cent was for rapid tests for HIV and sexually transmitted infections; and 7 per cent was for HIV diagnostics.

34. Coverage of PMTCT services increased steadily and UNICEF is working on helping countries to sustain success while scaling up equity-focused interventions and strategies to reach marginalized and underserved pregnant women and their infants. The focus is on 22 high-burden countries. Integrating HIV-related services, including PMTCT, is a key component of UNICEF support to strengthening health services. With the leadership of the Executive Director of UNICEF, a new global initiative to eliminate MTCT by 2015 was launched in 2010, further mobilizing support at all levels. By the end of 2009, 27 low- and middle-income countries had reached the 2010 target set at the United Nations General Assembly Special Session on HIV/AIDS 2010 of 80 per cent of all pregnant women having access to HIV testing and counselling. By the same year, 22 such countries had reached the UNGASS 2010 target of 80 per cent of all pregnant women having access to ARVs for PMTCT, including antiretroviral therapy (ART) for their own health.

35. UNICEF was instrumental in supporting countries to adopt the WHO revised guidelines on PMTCT, infant feeding, and ART in 2010. However, some countries are still struggling to achieve highly efficacious antiretroviral regimens. UNICEF has also helped countries to devise appropriate HIV testing policies for pregnant women. The proportion of pregnant women who received HIV testing increased slightly, to an estimated 26 per cent of the approximately 125 million pregnant women in low- and middle-income countries in 2010, from 21 per cent in 2008. However, only 51 per cent of those women who were tested were assessed in order to receive treatment for their own health; while even fewer women were placed on life-saving antiretroviral drugs.[7]

36. Slightly more infants are receiving ARVs to prevent acquisition of HIV from their mothers. Thirty-five per cent of infants in need received ART prophylaxis in 2009, up from 32 per cent in 2008. Access to early infant diagnosis is still very limited. A UNICEF review of paediatric AIDS monitoring data in four countries showed that only about 40 per cent of infants testing HIV-positive had ever enrolled at an antiretroviral treatment clinic, although the guidelines recommend that all start the treatment immediately.

[7] WHO, UNAIDS, UNICEF, "Towards Universal Access: Scaling up priority HIV/AIDS interventions in the health sector", 2010.

37. UNICEF, together with the World Bank, is leading the response of the United Nations to Orphans and Vulnerable Children, focusing on strengthening social protection systems, developing tools for programme design and providing leadership on knowledge and evidence for bringing programmes to scale. Recent data and evaluations have shown encouraging results in UNICEF-assisted social protection programmes, including cash transfers in Malawi, Uganda and Zambia; as well as an effective role played by the organization in generating evidence and advocating for policies to address inequalities faced by such children in southern Africa.

38. Preventing HIV among adolescents remains central to the work of UNICEF in promoting an equitable, rights-based HIV response. Globally, comprehensive and correct knowledge about HIV among both young men and young women has increased slightly since 2003, to 34 per cent. However, the proportion remains far from the UNGASS target of 95 per cent. Only 10 countries have achieved comprehensive correct knowledge levels above 60 per cent for either men or women 15-24 years old.

39. UNICEF has focused on promoting the combination of biomedical and behavioural interventions, and applying different combinations based on risks, vulnerabilities and local contexts. Collaboration with the (United States) President's Emergency Plan for AIDS Relief, the television network MTV and the Bill & Melinda Gates Foundation, for example, produced an evaluation of media-based HIV information interventions in Kenya, Trinidad and Tobago and Ukraine.[8] The results indicated that through exposure to the soap opera shows, young people reported higher levels of knowledge, increased intention to get tested for HIV and better attitudes about people living with HIV.

D. Focus area 4: Child protection from violence, exploitation and abuse

40. Strengthening of child protection systems continued to be a major focus across all regions, with mapping and assessments producing important learning for the development of action plans to ensure that child protection issues are holistically addressed. Advances were also made in addressing social norms that underlie violence, exploitation and abuse, including through declarations of abandonment of female genital mutilation or cutting. While application of social-change approaches to broader forms of violence remains a challenge, the knowledge base was strengthened in this area in 2010 and is informing practical application in a number of countries. An estimated 131 programme countries are engaged in strengthening social welfare and justice systems with UNICEF support, and at least 15 countries initiated a comprehensive mapping exercise of child protection systems.

41. There has been a growing trend in aligning national policies with international standards for alternative care, with 58 countries adopting national policies consistent with international standards in 2010, compared to 36 in 2005. The number of countries that conducted an analysis of key child protection issues in their current programme cycle rose from 43 in 2009 to 48 in 2010. Globally, a

[8] The Project Ignite Evaluation: Tribes in Trinidad & Tobago and Shuga in Kenya and Zambia by Dina L. G. Borzekowski, John Hopkins, UNICEF, PEPFAR and MTV (Project Ignite Evaluation report).

framework for measuring and monitoring armed violence was developed and includes child-specific indicators. To address global challenges in monitoring and evaluation in the sector, UNICEF and Save the Children established the inter-organizational Child Protection Monitoring and Evaluation Reference Group, which aims to improve data collection methodologies and coordination.

42. In countries with low levels of birth registration, studies and mapping exercises provided a basis for national action plans and policies. Strengthening human resource capacity and collaboration with health services to improve protection-related service delivery is another core component of work in child protection systems and was a focus in 2010 in various countries. UNICEF promoted the capacity-building of the necessary human resources in at least 71 countries. Innovations, such as Short Message Service (SMS) technology for birth registration, were employed to strengthen institutional capacities to deliver protection services for children.

43. The social norms perspective was further operationalized through the UNFPA-UNICEF Joint Programme for the acceleration of the abandonment of female genital mutilation or cutting, which increased its efforts in 13 countries. Visible results included increased declarations of commitment to abandon the practice by entire villages and increasingly at the sub-district or district level. Under the Together for Girls Initiative, launched in 2009, UNICEF and its partners[9] are strengthening global and country cooperation to eliminate violence against children. Development of a national strategy to end child marriage is expected to start in India in 2011, based on state-level action plans and the findings from formative research on social norms that were completed in 2010.

44. Across regions, safe learning environments were created through changing norms and standard-setting in collaboration with the education sector. UNICEF contributed to positioning sexual violence and exploitation of children high on the international agenda, including through supporting the organization of the general 'day of discussion' and resolution on sexual violence against children, held at the Human Rights Council in March 2010. In collaboration with the Special Representatives of the Secretary-General on Violence against Children and on Children and Armed Conflict, UNICEF and other partners launched a global campaign to promote universal ratification and implementation of the Optional Protocols to the Convention on the Rights of the Child by 2012.

45. The year 2010 marked a number of key results in advocacy efforts to end child labour. The Road Map towards the Elimination of the Worst Forms of Child Labour by 2016 identifies 10 countries where UNICEF and the International Labour Organization (ILO) will strengthen collaboration. For the first time, the role of child labour in undermining progress on the Millennium Development Goals was explicitly recognized in the outcome document of the High-level Plenary Meeting, while at the 99th session of the International Labour Conference, Member States of the ILO agreed to develop a Convention and Recommendation on Domestic Labour.

46. The protection of children affected by armed conflict remains a key area of the work of UNICEF and a programmatic strength. In 2010, UNICEF provided

[9] UNAIDS, UN-Women, UNICEF, Nduna Foundation, BD and Company, Grupo ABC, Centers for Disease Control (CDC) and Prevention/CDC Foundation and United States Government/PEPFAR.

reintegration support to 28,000 children affected by armed conflict and 11,400 boys and girls associated with armed forces and armed groups in 14 conflict-affected countries. Since the launch of the campaign in 2010 for universal ratification of the Optional Protocols, 10 more countries have ratified or signed the Optional Protocol on the involvement of children in armed conflict. Eleven countries endorsed the Paris Commitments to Protect Children from Unlawful Recruitment or Use by Armed Forces or Armed Groups, raising the total to 95.

47. UNICEF completed capacity-building in child protection coordination for over 100 field-based or deployable cluster coordinators or members. Reviews of the response to the disasters in Haiti and Pakistan identified substantial gaps in preparedness, staff capacity, organizational processes, and management prioritization of these issues. Inter-agency guidance and tools that were developed for conflict but adapted for disaster were inadequate. Efforts to address these gaps were initiated in 2010, and include the development of inter-agency standards on 'child-friendly spaces', the development of rapid response teams for child protection in emergencies with standby partners, and inter-agency emergency preparedness training. Building on capacity development efforts in 2009, UNICEF continued to assume a more prominent role across countries in helping to address gender-based violence. This will be a central area of partnership with the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women).

48. In line with responsibilities mandated by the Security Council, UNICEF supported implementation of the Monitoring and Reporting Mechanism on Grave Violations against children in situations of armed conflict in 13 countries. A Monitoring and Reporting scheme based on Security Council resolution 1888 (2009) is in the process of being developed. UNICEF led the establishment of the scheme through the initiative UN Action Against Sexual Violence in Conflict. Once finalized, this will include a set of indicators to gauge the response of the United Nations to sexual violence, and to provide guidance on how a monitoring and reporting system can be put in place at country, regional and global levels. Efforts will also need to be intensified to collect and analyse data on protection and other challenges facing the most marginalized children and groups, in support of the renewed focus on equity.

E. Focus area 5: Policy advocacy and partnerships for children's rights

49. UNICEF plays a pivotal role in supporting countries to collect and analyse household-level data for monitoring the situation of children and women and the Millennium Development Goals through the implementation of Multiple Indicator Cluster Surveys (MICS). Nearly 200 MICS have been conducted globally in the first three rounds (1995, 2000, 2005-2006). The unstable funding environment continued to pose challenges to the conducting of MICS, especially in ensuring strong data quality across countries and throughout the survey process.

50. Global databases on children and women were updated throughout 2010. Data from national household surveys and other sources were analysed and disaggregated by gender, wealth and location, to provide a stronger understanding of inequalities. Results were presented in various publications and statistical country profiles. In addition, data-driven sector-specific reports were published on mortality, children

and AIDS, and for sectors including water and sanitation. UNICEF directed significant efforts towards harmonizing work on data among partners, including through common recognition of new methodologies, standardization of indicators and monitoring tools, building national statistical capacity and developing joint estimates. By 2010, DevInfo had over 120 adaptations available, and more than 1,000 professionals had been trained to support the effort of establishing national repositories of data on human development.

51. A total of 81 countries carried out a major thematic study or analysis on the situation of the rights of children and women rights with UNICEF support in 2010. Of these countries, 65 used an explicit human-rights framework, and 49 used an explicit gender analysis framework. Situation analyses increasingly focused on identifying the most vulnerable and disadvantaged children and women, although data availability and quality were limited in certain contexts.

52. In 2010, a further 6 countries joined the UNICEF-led Global Initiative on Child Poverty and Disparities, raising the number of participants to 52. Thirteen national reports were finalized. While in most cases the analysis has contributed to policy changes, translating these into the regulatory, budgetary and systemic changes required to improve the lives of the most disadvantaged children continues to be a challenge. UNICEF support for the monitoring of public expenditure allocations for children and women has also expanded, with engagement in 95 countries in 2010. This has included strengthening child or poverty "observatories" in 17 countries, which broadened the monitoring process by facilitating the involvement of civil society. At the same time, the Innocenti Research Centre continued to analyse global trends affecting children; its flagship Report Card 9 focused on "Children Left Behind" in wealthy countries.

53. To stimulate debate and sharing of good practices, the Child Poverty Network continued to grow to become the second-largest knowledge network of UNICEF, with over 1,000 members. Network members come from 150 countries and a range of organizations and contribute lively discussions and technical and information updates on strategies promoting equity.

54. In over 80 countries, UNICEF supported national partners in their development and/or review of poverty reduction/national development strategies, with a focus on identifying policies and programmes to address systemic bottlenecks and social barriers facing the most disadvantaged children and families. The capacity of UNICEF varies among country offices; the potential impact of the organization's engagement in some countries is reduced. In 2010, a Policy Advocacy Toolkit was published, which is proving to be an invaluable resource for use at country level to guide this work. Other strategies have included the updating of an e-learning course, "Social policy for child rights with equity", the establishment of a Community of Practice and dissemination of newsletters on good practices in pro-child, gender-aware policy advocacy. The e-learning course, developed with a partner institution in India, will support large-scale capacity-building of UNICEF staff for policy advocacy work.

55. Support to social protection expanded during 2010, with UNICEF engaging in this area in 88 countries. At the global level, a costing tool is under development, in partnership with ILO, which will contribute significantly to the analysis of the affordability of alternative protection approaches. However, too many social protection initiatives remain limited in scope, without the necessary analysis of

requirements, capacities and policy changes needed to adopt them at a larger scale. UNICEF will seek to support social protection in ways that have a significant and sustained impact on inequities and that galvanize access to basic services across the areas covered by the Millennium Development Goals and MTSP focus areas.

56. UNICEF continued to support the institutionalization of the participation of young people in policy development and community-level activities. While there are notable individual achievements, few countries currently have developed policies, laws, strategies and frameworks that systematically promote child and adolescent participation at national, subnational and local levels. The limited capacity of UNICEF, government and other partners is often cited as a key constraint. There were very few examples reported of strengthening participation of children with disabilities or enabling the participation of minority children, indigenous children, or children with HIV/AIDS. The focus on the participation of girls has also been inadequate. There has also been limited progress on the participation of children in national reporting to the Committee on the Rights of the Child. The percentage of countries that incorporated children's participation in their reporting rose from 26 in 2005 to 27 in 2010. Similarly, there has been limited progress in adolescent participation in reporting to the Committee on the Elimination of Discrimination against Women, which increased from 5 per cent of reporting countries in 2005 to 7 per cent in 2010. Child participation is, however, being institutionalized through the 'child-friendly cities' initiative in Eastern Europe, including through paying special attention to the participation of children with disabilities. Subnational initiatives promoting child participation, with extensive support given to child-led organizations and children-led media initiatives, are taking place in South Asia. Middle-income countries are doing more work on encouraging the participation of children in secondary school and are also moving towards adopting a more systematic approach to youth participation. In many cases this is facilitated by digital technology and social media. The least developed countries are focusing more on traditional avenues of child participation such as the media and child parliaments.

Special focus: Humanitarian action[10]

In 2010, in emergency/humanitarian, recovery or fragile situations, UNICEF assisted an estimated:

- 954,438 children with interventions in early childhood development.
- 8,539,852 children with education interventions.
- 38,334,562 children with health interventions.
- 15,101,234 children with nutrition interventions.
- 15,197,296 children with water, sanitation and hygiene education WASH) interventions.
- 835,833 children with HIV and AIDS interventions.
- 3,228,424 children with protection measures.

Source: Country office annual reports.

57. Guided by the Core Commitments for Children in Humanitarian Action (CCCs), and following the direction and principles of humanitarian reform, UNICEF in 2010 worked with its partners and through inter-agency mechanisms to respond to 290 humanitarian situations in 98 countries. While this response covered crises of all scales, the organization mounted its two largest and most complex humanitarian responses since the 2004 Indian Ocean tsunami, drawing on resources from around the globe, in the aftermath of the earthquake in Haiti and the floods in Pakistan.

58. Emergency surge deployments for 2010 totalled 587 personnel (nearly doubling the 2009 figure and doubling 2005 tsunami figures) through three modalities: internal redeployments from UNICEF offices globally, external deployments, and Standby Partner arrangements. The responses to the earthquake and cholera outbreak in Haiti demanded 344 surge assignments at the country and regional levels. The Pakistan floods required another 113. Responses to other crises also required significant support: Republic of Sudan (8), Kyrgyzstan and Uzbekistan (20), and Côte d'Ivoire and Liberia (3).

59. Supply procurement was also extensive, both in scale of supplies and staff support. The value of the goods procured doubled in 2010 compared to the years 2008 and 2009 combined. Local and international emergency procurement for 2010 totalled $195 million, with more than half going to the responses in Haiti and Pakistan.

60. Cluster leadership was central to the inter-agency response to Haiti, Pakistan and other emergencies. In Haiti, UNICEF played a key role in coordinating over 400 cluster members across all UNICEF-led clusters. In Pakistan, UNICEF scaled up cluster coordination capacity, deploying over 60 dedicated staff across all clusters at federal and provincial levels to effectively identify, engage and coordinate cluster members. In the WASH Cluster, for example, cluster membership grew from 27 to 172 following the floods.

[10] The Data Companion to this report provides further highlights and details of the humanitarian action of UNICEF in 2010, including in Haiti and Pakistan, as well as well its leadership/ co-leadership of humanitarian clusters.

61. In April 2010, UNICEF revised its humanitarian commitments for upholding the rights of children affected by crisis to reflect recent experience and changes in the humanitarian context. The revised CCCs promote predictable, effective and timely collective humanitarian action, around which UNICEF seeks to engage with partners including host Governments, Member States, operational partners and cluster members.

62. UNICEF also saw a year of transition in its promotion of emergency risk-informed programmes. By 2010, some 77 per cent of country offices had achieved a minimal level of preparedness. Several country offices have also included Disaster Risk Reduction and capacity development as a key component of their emergency risk-informed programmes, and this integration will continue whenever relevant.

63. UNICEF sought to strengthen accountability and learning from the major 2010 humanitarian experiences. The organization contributed to inter-agency Real-Time Evaluations of the Haiti and Pakistan responses, commissioned an Independent Review of its response to the Haiti earthquake, and led an internal learning exercise throughout the Haiti response. These underscored the need to clarify accountabilities across levels of the organization in the response to major emergencies and to make deployment more rapid in the initial days of response.

III. Supporting and cross-cutting strategies[11]

64. The annual independent review of UNICEF country programme documents concluded that 82 per cent of the 2010 documents sufficiently and explicitly reflected the human rights-based approach according to organizational standards. This was similar to the level for the previous two years. The continued predominance of sector-based planning within governments and the often sector-based UNICEF-supported country programmes, continued to pose challenges to integrated approaches. Support to national reporting on the Convention on the Rights of the Child remains high, with 88 per cent of offices — the same percentage over the last three years — reporting that they supported the most recent process. In 2010 UNICEF entered into partnership with the UN Global Compact and Save the Children to develop Child Rights and Business Principles, building on the example of similar principles developed by the UN Global Compact and UN-Women. An External Reference Group for the principles was established. This Group comprises business, civil society, academic and governmental representatives from all regions (see the section on partnerships, paragraph 72, for more information).

65. The year 2010 saw the start of a strong push to increase the attention paid by UNICEF to the inclusion and rights of children with disabilities as part of the organization's re-focus on equity, and the more systematic reflection of the principles of the Convention on the Rights of Persons with Disabilities across all MTSP focus areas. In accordance with the MTSP Monitoring and Evaluation Plan, UNICEF also initiated an overall evaluation of its performance in the application of human rights-based approaches in programme cooperation. The findings of the 2008 Gender Evaluation continue to be the basis for strengthening UNICEF work for gender equality results. Analysis of progress in this area is provided in detail in the 2010 report to the Executive Board (E/ICEF/2011/10).

[11] See table 1 for related programme performance management indicators.

66. Communication for Development (C4D) is expanding as an integral and strategic component of development and humanitarian programming in UNICEF. The independent review of the country programme documents presented to the Executive Board in 2010 showed an improvement in the percentage that effectively outlined a comprehensive approach to C4D — from 63 per cent in 2009 to 72 per cent in 2010. Community-based approaches and new technologies have opened opportunities for the most marginalized and vulnerable groups — girls and boys and women and men in remote areas, with disabilities, members of minority groups — to voice their needs for knowledge and services to improve the well-being of their families and children. Very limited regional and global capacity in C4D reduces the support available to country programmes for formative research on knowledge and practices, planning, implementation, monitoring and evaluation in this area.

67. As part of its implementation of the common approach of the United Nations Development Group, and based on the findings of a Desk Review Report,[12] UNICEF presented an oral report on "The approach of UNICEF to capacity development" to the Executive Board at its second regular session of 2010 (E/ICEF/2010/CRP.20). Now integrated into annual field reporting, capacity development has gained greater importance and progress has been made in defining and reporting on results. However, there continue to be challenges in implementing a comprehensive approach to capacity development. Such an approach recognizes and seeks to influence capacities at all three levels — (a) the macro "enabling environment" of policies, legislation and budgets, etc.; (b) the organizational, institutional and community; and (c) the individual. In particular, it seeks to strengthen the capacities of key duty bearers for children's rights as well as of families, caregivers and children themselves.

68. In 2010, responding to findings of its programme performance assessments, UNICEF completed the first stage of an initiative to strengthen skills and capacity in advocacy across the organization. This involved the creation of the *UNICEF Advocacy Toolkit: A Guide to Influencing Decisions that Improve Children's Lives*. The toolkit includes guidance on several key aspects of advocacy: strengthening its foundation, developing a strategic plan, monitoring and evaluation, managing risks and knowledge, and working with children and young people. UNICEF also initiated work on the development of a global communication and public advocacy strategy, the first since 1998, which will be finalized in mid-2011 and will help to bring these together under a coordinated approach. Communication and advocacy efforts in a number of countries relied on strong inter-agency partnerships, and in some cases were based on joint United Nations strategies and plans.

69. Although environmental sustainability has not yet been explicitly mainstreamed into many country programmes, several results areas of the MTSP already make contributions in this area, and many countries and regions are increasingly moving towards addressing it. However, there continues to be a need for increased capacity and strategic planning at country level to sufficiently integrate the implications of climate change for children and women, environmental issues and disaster management across sectors, and to ensure that related actions and results for children are incorporated into national development plans and United Nations Development Assistance Frameworks. The further focus of UNICEF on Disaster Risk Reduction (DRR) in 2010, including the issuance of programme

[12] "UNICEF: Approaches to Capacity Development — Desk Review Report", September 2009.

guidance, has led many countries to pursue related assessments and support initiatives such as incorporating DRR and environmental awareness into school-based activities and curricula.

70. To further strengthen the results focus of UNICEF and also improve the ability of the organization to plan according to, and report on, strategic results, UNICEF piloted a revised programme structure in 26 countries in 2010. Based on the lessons learned, all countries had adopted the revised structure as of January 2011, as a prelude to implementing VISION from the beginning of 2012. Significant progress was also made in strengthening the performance management system of the organization during 2010, including the establishment of benchmarks for programme strategies and operational performance. Greater emphasis has been placed on undertaking more rigorous assessment of results. As a part of its accountability, UNICEF has further improved its results reporting through annual reports, the data companion to the annual report of the Executive Director, and starting in 2011, the publication of country, regional and headquarters annual reports under the new Information Disclosure Policy.

71. More than three quarters of country offices reported on activities related to research and data collection and the development of related products, including studies, surveys, and evaluation reports. About half of UNICEF country offices cited specific improvements to their internal knowledge management system during 2010. Some are taking a more demand-driven approach, using needs assessments to define strategies and improve their understanding of knowledge management. Efforts to improve document management include: setting up electronic databases and hard-copy repositories, and making better use of shared network drives.[13] The focus has intensified on promoting South-South knowledge exchanges and on identifying potential lessons from field experiences and documenting them, with significant results.

72. Of the 15 programmatic evaluations planned in the MTSP Monitoring and Evaluation Framework for 2010-2011, 5 had been completed by the end of 2010 and 6 more were under way. These numbers reflect an improvement over those of the previous two bienniums. Meta-evaluations of the quality of UNICEF evaluation are completed through the newly launched Global Evaluation Reports Oversight System, through which an independent company assesses the quality of UNICEF evaluation and provides feedback to individual offices. Initial results confirm that improvements have been made since the conducting of the 2002 meta-evaluation but that that challenges remain (see the 2010 annual report on the evaluation function and major evaluations, E/ICEF/2010/18). Following the issuance of guidance on prioritizing major evaluations, the percentage of evaluations followed up with a management response is growing but is not yet high enough, and the quality needs to be more consistent. A Global Evaluation Community of Practice has been established with the participation of nearly 400 UNICEF professionals worldwide, who enhance their professional growth through the sharing of good practices and lessons learned, and discussion of emerging topics and trends in monitoring and evaluation.

[13] See also "Oral report on the knowledge management and research functions of UNICEF" (E/ICEF/2011/CRP.2).

73. Guided by the MTSP and the Strategic Framework for Partnerships and Collaborative Relationships (see E/ICEF/2009/10), UNICEF focused its efforts in 2010 on becoming more strategic and coherent in its approach to developing and maintaining partnerships at all levels. UNICEF joined three additional Global Programme Partnerships (GPPs) — the Sanitation and Water for All partnership, the Decade of Vaccines Collaboration, and the Together for Girls Initiative — thereby increasing the number of GPPs in which UNICEF is engaged from 78 to 81. UNICEF participation in GPPs will increasingly target issues relevant to furthering equity, including promoting international solidarity on financing equitable development. Partnerships within the framework of country programmes have a diverse range of objectives, including that of reaching the most vulnerable groups. In 2010, UNICEF worked to strengthen global engagement with its most strategic non-governmental partners, including Save the Children and World Vision, and focused on the roll-out of revised guidelines for Project Cooperation Agreements with non-governmental organizations to support the management of partnerships for results within country programmes while reducing transaction costs. More than 600 corporate partners and donors continued to support UNICEF in 2010. The new vision for corporate partnerships, currently under finalization, calls for an expanded, more strategic and proactive approach beyond resource mobilization, leveraging the full range of contributions that corporations can make towards the advancement of children's rights. Emphasis in the coming year will continue to be placed on building staff capacity for partnership skills. Staff will be provided with tools and guidance for assessing both the potential and the risk involved in UNICEF engagement in partnerships and collaborative relationships, and for better assessing the results.

74. UNICEF is a strong and committed partner in United Nations coherence, actively engaged at the headquarters, regional and country office levels to increase efficiency and the delivery of results. UNICEF systematically monitors all actions outlined in its triennial comprehensive policy review Action Plan. Over the past four years, all the actions have been completed or are under way. Analysis of country office annual reports indicates that in 2010, UNICEF strengthened its engagement in joint programmes and significantly increased financial and technical assistance to the Resident Coordinator (RC) office and to common activities, including common services and security. It is estimated that UNICEF country offices provided $11.1 million and 111 person-years for these activities. In addition, 11 UNICEF staff members served as Resident Coordinators, with 2 of them serving at the same time as Deputy Special Representatives of the Secretary-General. Another 36 staff members acted as Resident Coordinators a.i. for varying periods of time. At the country level, UNICEF participates in most, and leads many, theme groups in almost every United Nations country team. At headquarters, UNICEF leads or co-leads six inter-agency groups under the Chief Executives Board.

IV. Organizational performance[14]

75. UNICEF stepped up its efforts in 2010 to achieve operational efficiency gains and cost savings. Many UNICEF country offices share premises and/or administrative services with other United Nations agencies through common

[14] See table 2 for key operations management performance indicators.

services agreements. Some 50 UNICEF country offices cited such arrangements as a key source of administrative cost savings in the range of 30 to 35 per cent. The negotiation of preferential rates from commercial service providers is another common method for reducing operational costs. In 2010 many UNICEF offices took advantage of an expanding pool of national Internet service provider sectors to substantially reduce costs while improving performance. Many offices also reduced financial transaction costs by locally negotiating preferential rates for banking services and currency exchange. Various offices also entered into new long term agreements for a wide range of supplies and services in order to reduce pricing, improve procedural efficiency and reduce transaction costs. In many cases such agreements are jointly made with United Nations partners. A number of offices also reduced travel costs through the introduction or expansion of video conferencing and webinars.

76. Work on the VISION Performance Management Information System advanced in 2010. This includes normative standards for performance management that form the basis for measuring programme results. The Manager's Dashboard, as well as division-specific performance dashboards, enable offices to track and analyse key performance information in their respective areas of responsibility. Detailed guidance has been issued on the timeline and preparation activities required for the roll-out of VISION and the adoption of the International Public Sector Accounting Standards (IPSAS) on 1 January 2012. UNICEF offices were trained on the implementation of the Enterprise Risk Management Policy through the Risk Control and Self-Assessment Tool, leading to a more risk-informed approach to achieving results.

77. In the area of human resource development, significant progress was made in 2010 in establishing a strategic workforce planning capacity within UNICEF to forecast quantitative needs and gaps relating to jobs and functional areas. This will improve the ability of UNICEF to identify shortfalls and/or surpluses and to implement plans for staffing readjustments. Talent attraction and management continued to emphasize greater gender balance and geographic diversity at all levels. In 2010, UNICEF moved closer to achieving a balanced workforce — 48 per cent of staff are females. However, at senior levels of international Professional positions, the percentage of females remained at only 42; efforts are being made to reach the equality target. Streamlined processes and the electronic e-Recruitment system have helped to reduce the average recruitment time by almost one fifth — to 96 days in 2010. However, the key performance indicator on the percentage of recruitment actions completed within 90 days for international Professional posts did not show improvement. The New and Emerging Talent Initiative, the recruitment of new talent through the Junior Professional Officer programme, internships and UN Volunteers complemented existing efforts in targeted sourcing and outreach campaigns. The introduction of the revised competency framework and the launching of e-PAS system for evaluation of staff laid the foundation for improved management of individual performance in 2010.

78. The "policy position" development phase of the IPSAS implementation project was completed in 2010. Significant progress has been made in resolving financial and administrative system configuration issues. The current rate of progress indicates that the 2012 target for IPSAS adoption will be achieved and the Executive Director will present IPSAS-compliant financial statements to Executive Board by the second regular session of 2013.

79. The year 2010 was significant for the UNICEF supply function, in terms of responding to major emergencies and moving forward key organizational improvements and new strategies. Notable achievements include influencing global markets for improved movement of strategic essential supplies. These efforts included the expansion of the supplier base for ready-to-use therapeutic foods and the reduction of prices for pentavalent and polio vaccines, reversing a multi-year trend. Expanding support to government partners and field offices on end-to-end supply issues included the provision of 1,109 person-days of professional development and 83 staff deployments to country offices, for a total of 1,605 person-days. During 2010, 80 per cent of orders were delivered on time, just one percentage point below the 2009 peak. Despite increased efforts, however, only 49 per cent of rapid response orders were filled within the 48-hour target time frame, compared to 90 per cent in 2009, in a context in which emergency orders were double that of 2009.

80. Country offices across the globe strengthened their Information and Communications Technology infrastructure and telecommunications systems while preparing for the roll-out of key initiatives such as VISION. During 2010, field offices made a concerted effort to expand access to basic and advanced information and communication services (voice, data, Internet), promote and popularize ICT use, and encourage use of ICT for attracting donations. These changes helped to strengthen the cost-efficiency of programme work, promote effective use of technology for enhancement of the productivity and quality of work, develop local content, and implement appropriate protection for information (business continuity planning), applications and facilities — for example, Minimum Operating Security Standards (MOSS) compliance. A key challenge is that of aging technology infrastructure in the areas of telephony and local area network equipment in field offices. This infrastructure will need to be improved prior to the roll-out of the new ERP (Enterprise Resource Planning) and other applications currently anticipated for 2011 and 2012.

81. In 2008 the Institute of Internal Auditors (IIA) certified that the Office of Internal Audit generally conforms to the IIA International Standards for the Professional Practice of Internal Auditing and the IIA Code of Ethics, the highest rating given for such a review. The Office maintained those standards in 2010. The investigation function of the Office of Internal Audit became fully operational in 2010 with the completion of recruitment for the newly established investigation unit. A secure database for evidence, investigation reports and related sensitive material was established.

Table 1
Key programme management performance indicators

Indicator	*2007*	*2008*	*2009*	*2010*
Programme oversight				
Per cent of country offices with annually updated Emergency Preparedness and Response Plans	85%	87%	88%	77%[1]
Per cent of UNICEF offices with documented efficiency gains in operations	n.a	n.a	n.a	94.5%

Indicator	*2005*	*2008*	*2009*	*2010*
Per cent of new CPDs approved by the Executive Board that meet organizational standards for application of human rights-based approach	n.a	80%	84%	82%
Per cent of new CPDs approved by the Executive Board that meet organizational standards for application of gender mainstreaming	n.a	44%	59%	57%
Per cent of country programmes for which a gender review and self-assessment was performed[2]	15%	29%	55%	67%
Per cent of CPDs approved by the Executive Board that meet organizational standards for results-based management	n.a	75%	84%	83%
Per cent of CPDs that include a clearly articulated strategy for communication for development, with a focus on behaviour and social change to achieve results for children	n.a	53%	63%	72%
Knowledge management:				
(i) Number of lessons learned, vetted and accessed	42	n.a	156	679
(ii) Number of 'communities of practice' created as per established guidance	—	3	10	16
Number of country offices reporting documented examples of UNICEF support to South-South cooperation	—	83	89	88
Programme funding				
Per cent of donor reports submitted on time	71%	83%	81%	90%
Per cent of total income that is thematic funding	21%	10.1%	13%	15.6%
UN coherence				
Per cent of CPDs with result matrices aligned to UNDAF results matrix	n.a	76%	85%	79%
Number of UNICEF staff serving as resident coordinators	n.a	12	12	11[3]
Per cent of programme funds expended on annual work plans that are jointly funded by at least one other United Nations agency	n.a	4.2%	4.2%	3.9%
Evaluation				
Per cent of programme evaluations rated unsatisfactory based on United Nations standards[4] (targeted standard = 0%)	n.a	*	13%	*
Per cent of evaluations with a formal management response (targeted standard = 100%)	**	**	**	45%

[1] The lower results for this indicator in 2010 are due to the fact that 2010 was a year of transition for documenting Emergency Preparedness and Response Planning (EPRP) — from using disparate EPRP formats across regions to adopting the global UNICEF online Early Warning Early Action System.

[2] Data for prior years were modified to account for revised definitions in respect of multi-country programmes.

[3] Two of them served as Deputy Special Representatives of the Secretary-General in addition to serving as Resident Coordinators.

[4] Though UNICEF no longer uses satisfactory as a standard, it continues to use unsatisfactory. Therefore, this indicator will report the percentage that are unsatisfactory compared to satisfactory or better as in the past.

* In 2008, harmonized standards for rating evaluation reports were agreed upon based on recommendations by a United Nations Evaluation Group work team. All evaluations were rated using the updated standards for the first time in 2009. Reports from 2010 are just arriving and are under review.

** Mandatory management responses became effective in late 2009. In prior years, the management response rate was reported for only the largest corporate-level evaluations. Starting in 2010, the figure will cover all UNICEF evaluations. Data are accurate as of March 2010. As the prior years cannot be calculated using the new standard, they are not reported, and 2010 will become the new baseline for measuring systemic improvements.

Table 2
Key operations management performance indicators

Indicator	*2005*	*2008*	*2009*	*2010*
Finance				
Management/administration/programme support costs to total regular resources and other resources	15.3%	13.0%	14.1%	12.1%
Per cent of allocated regular resources for programme expended at end of year	93%	93%	94%	96%
Per cent of outstanding direct cash transfer to national partners over nine months	3%	0.9%	0.9%	1.3%
Risk management practice				
General compliance with Institute of Internal Auditors standards based on periodic independent quality reviews of internal audit function	—	General compliance	General compliance	General compliance
Per cent of complaints investigated and closed within six months	n.a	44%	90%	86%
Number of offices/divisions with audit recommendations outstanding for over 18 months	n.a	5	10	7
Supply				
Per cent of programme countries in which UNICEF supports Governments to produce plans to address shortages of essential commodities	13%	19%	16%	17%
Per cent of programme countries with updated logistics capacity assessment	n.a.	16%	16%	19%
Per cent of orders delivered at port of entry within agreed arrival dates	64%	70%	81%	80%
Per cent of rapid response orders shipped within 48 hours of sales order release	85%	94%	90%	49%*

Indicator	*2007*	*2008*	*2009*	*2010*
Human resources				
Per cent of recruitment actions completed within 90 days for established international Professional posts	17%	25%	43%	41%
Per cent of requests for surge capacity support met within 56 days	n.a.	74%	77%	90%
Per cent of cluster coordinator positions at country level filled within 30 days of activation of the cluster**:				
1. Nutrition				33%
2. WASH				83%
3. Education				40%
4. Child protection				60%
5. Gender-based violence				100%
Per cent of staff identifying themselves as satisfied with the UNICEF workplace, as per global staff survey	Not surveyed	75%	76%	Not surveyed
Per cent of performance assessment reports signed by all three parties by end of February the following year	n.a.	62%	67%	67%
Per cent of total staff costs (support budget and regular resources) spent on learning and staff development	1.4%	1.6%	1.7%	2.1%
Per cent of women staff at P/L 5 levels and above, globally	36%	42%	42%	42%
Information and communication technology				
Per cent of emergencies in which information technology services requested are provided as per standards established in the proposed revision of CCCs	n.a	100%	90%	80%
Per cent of Service Level Agreement targets met or exceeded	n.a	100%	90%	90%

* This reduction resulted from the complexity of the emergencies, especially in Haiti, and the size of the affected populations.

** This indicator was calculated using responses from offices that activated or reactivated the cluster approach in 2010 to respond to rapid-onset disasters in situations where additional surge capacity was required to meet the cluster accountabilities. These offices were: Dominican Republic, Haiti, Kyrgyzstan, Niger, Pakistan, South Sudan and Yemen. In all cases, interim arrangements using existing office capacity were put in place prior to the arrival of a full-time, dedicated coordinator. In Benin and Myanmar (which also activated/reactivated the cluster approach in 2010), the commitments of UNICEF as a member of inter-agency systems and through the CCCs were fulfilled by existing staff members.

n.a.:Data not available.

V. Income, expenditure and resource mobilization[15]

Income

82. Total income to UNICEF increased by 13 per cent, from $3,256 million in 2009 to $3,682 million in 2010 (see tables 3 and 4). This is primarily attributable to the increase in other resources for emergencies for Haiti and Pakistan. Total income exceeded the financial plan for 2010 by $457 million. Regular resources income in 2010 amounted to $965 million, or 98 per cent of the planned target. Compared to 2009, total income to regular resources decreased by 9 per cent or $101 million. This decrease is largely attributable to the impact of the global economic downturn. Contributions to other resources increased by 24 per cent to $2,717 million and exceeded the plan by $473 million, or 21 per cent. As a result, regular resources accounted for only 26 per cent of total income to UNICEF in 2010, a significant decrease from 33 per cent in 2009, while other resources accounted for 74 per cent of total income.

Table 3
UNICEF income by resource type and source for 2009 and 2010

(In millions of United States dollars)

	2010	*2009*	*2010*	*Comparison to 2009*		*Comparison to plan*	
Source of income	*Actual $m*	*Actual $m*	*Planned $m*	*$m*	*%*	*$m*	*%*
Regular resources							
Government (gross)*	576	594	591	(18)	(3)	(15)	(3)
Private sector	334	383	360	(49)	(13)	(26)	(7)
Other	55	89	30	(34)	(38)	25	83
Total — regular resources	**965**	**1 066**	**981**	**(101)**	**(9)**	**(16)**	**(2)**
	26%	33%					
Other resources — regular							
Government	991	935	871	56	6	120	14
Private sector	507	452	490	55	12	17	3
Inter-organizational arrangements	196	140	142	56	40	54	38
Subtotal	**1 694**	**1 527**	**1 503**	**167**	**11**	**191**	**13**
Other resources —emergency							
Government	516	426	345	90	21	171	50
Private sector	346	81	251	265	327	95	38
Inter-organizational arrangements	161	156	145	5	3	16	11

[15] See background document and data companion to this report for further data tables.

Source of income	2010 Actual $m	2009 Actual $m	2010 Planned $m	Comparison to 2009 $m	Comparison to 2009 %	Comparison to plan $m	Comparison to plan %
Subtotal	**1 023**	**663**	**741**	**360**	**54**	**282**	**38**
Total — other resources	**2 717**	**2 190**	**2 244**	**527**	**24**	**473**	**21**
	74%	67%					
Total	**3 682**	**3 256**	**3 225**	**426**	**13**	**457**	**14**
	100%	100%					

* Gross regular resources income from governments includes income taxes paid by UNICEF on behalf of the citizens of a government that contributes to UNICEF regular resources, reported in the expenditure table.

Table 4
UNICEF income by source for 2009 and 2010

(In millions of United States dollars)

Source of income	2010 Actual $m	2009 Actual $m	2010 Planned $m	Comparison to 2009 $m	Comparison to 2009 %	Comparison to plan $m	Comparison to plan %
Government	2 083	1 955	1 807	128	7	276	15
Private sector/ non-government	1 188	916	1 101	272	30	87	8
Inter-organizational arrangements	356	296	287	60	20	69	24
Other	55	89	30	(34)	(38)	25	82
Total	**3 682**	**3 256**	**3 225**	**426**	**13%**	**457**	**14**

Expenditure

83. Total expenditure increased by 11 per cent, from $3,298 million in 2009 to $3,653 million in 2010 (see table 5). Expenditure on programme assistance increased by $411 million (14 per cent) to $3,355 million. Combined expenditure on programme support ($176 million), management and administration ($77 million) and centrally shared security costs ($23 million) amounted to $276 million, a decrease of $45 million compared to 2009.

Table 5
UNICEF expenditure for 2009 and 2010

(In millions of United States dollars)

	2010	2009	2010	Comparison to 2009		Comparison to plan	
Nature of expenditure	*Actual $m*	*Actual $m*	*Planned $m*	*$m*	*%*	*$m*	*%*
Programme assistance	3 355	2 943	3 018	412	14	337	11
Net programme support and management and administration	276	321	368	(45)	(14)	(92)	(25)
Subtotal	**3 631**	**3 264**	**3 386**	**367**	**11**	**245**	**7**
Write-offs*	3	15	5	(12)	80	(2)	(40)
Support budget costs/reimbursement**	19	19	19	(0)	0	(0)	0
Total	**3 653**	**3 298**	**3 410**	**355**	**11**	**243**	**7**

* Write-offs are primarily related to uncollectible receivables from old expired contributions.
** Support budget transfers representing income taxes paid by UNICEF on behalf of the citizens of a government that contributes to UNICEF regular resources.

84. Sub-Saharan Africa accounted for nearly 53 per cent of programme assistance in 2010 (62 per cent of such spending from regular resources), and Asia accounted for a further 27 per cent (see table 6 for actual dollar amounts). Approximately 51 per cent was spent in least developed countries and 61 per cent in countries with high or very high child mortality rates.

Table 6
Direct programme assistance by region, 2010

(In millions of United States dollars)

Region	*ORE*	*ORR*	*RR*	*Total*
CEE/CIS*	9	63	27	99
Asia	245	436	209	890
Sub-Saharan Africa**	412	855	493	1 760
Interregional	6	131	15	152
Middle East and North Africa	60	55	26	141
Americas and the Caribbean	173	113	27	313
Total	**905**	**1 653**	**797**	**3 355**

* Central and Eastern Europe and the Commonwealth of Independent States.
** Includes Djibouti and Sudan.

85. The shares of direct programme assistance among the MTSP focus areas remained highly stable in relation to previous years (see table 7). With the exception

of HIV/AIDS and children (focus area 3), they were close to the projected levels of the original strategic plan.

Table 7
Direct programme assistance by focus area, 2010

(In millions of United States dollars)

	ORE	*ORR*	*RR*	*Total*
Young child survival and development	598	756	351	1 705
Basic education and gender equality	151	433	112	696
HIV/AIDS and children	7	133	48	188
Child protection: Preventing and responding to violence, exploitation and abuse	92	159	74	325
Policy advocacy and partnerships for children's rights	36	146	185	367
Other	21	26	27	74
Total	**905**	**1 653**	**797**	**3 355**

ORE = other resources emergency; ORR = other resources regular; RR = regular resources

Resource mobilization

86. Donors continued to support UNICEF in spite of the global economic crisis and its adverse impact on budgets worldwide. A total of 82 governments contributed to UNICEF resources in 2010. Total income from public sector donors (governments, intergovernmental organizations and inter-organizational arrangements) amounted to $2,440 million, representing an increase of $188 million from 2009.

87. Private-sector contributions, comprising mainly resources provided by UNICEF National Committees, individual donors, non-governmental organizations and foundations, was $1,188 million in 2010, reflecting an increase of 30 per cent from 2009. While contributions from private sources for regular resources decreased 13 per cent, from $383 million in 2009 to $335 million in 2010, contributions from the private sector to other resources increased by 60 per cent, from $533 million to $853 million.

88. The low ratio of regular resources to total income in 2010 can be partly explained by the increase in humanitarian funding, especially in response to the Haiti and Pakistan emergencies, as well as the increase in ORR funding received through inter-organizational arrangements (a 40 per cent increase). However, the implications of the 9 per cent decline in absolute terms of UNICEF regular resource income are serious. The Japan Committee for UNICEF was the largest donor to regular resources in 2010, contributing $148.2 million.

89. Thematic funds directly support the achievement of the MTSP key results by allowing long-term planning, sustainability and savings in transaction costs for both UNICEF and donors. Humanitarian thematic funds allow UNICEF to fund priority needs and respond to countries in crisis. Administrative processing of thematic contributions is less time-consuming and allows for concentration on programming

and achievement of results. In 2010, overall thematic funding for five MTSP thematic areas increased by 5 per cent, from $230 million in 2009 to $241 million in 2010, while for humanitarian assistance it rose sharply (see table 8).

Table 8
Thematic funding for MTSP focus areas and humanitarian assistance, 2007-2010

(In United States dollars)

Thematic area	*2007*	*2008*	*2009*	*2010*
Policy, advocacy and partnership	17 710 651	16 114 139	13 435 071	12 798 147
Basic education and gender equality	120 724 252	121 648 171	128 524 198	132 336 104
Young child survival and development	13 108 332	18 762 957	22 129 036	32 598 670
Child protection	38 778 596	36 008 902	51 156 352	53 132 739
HIV/AIDS and children	19 044 790	10 351 291	14 814 454	10 348 531
Humanitarian assistance	84 386 488	140 054 159	64 884 885	332 391 974
Overall total	**293 753 108**	**342 939 620**	**294 943 996**	**573 606 165**

90. UNICEF income for humanitarian assistance amounted to $1,023 million in 2010, which reflects a 54 per cent increase from the 2009 level of $663 million. This increase is largely attributed to the donors' response to two high-profile natural disasters in 2010. In 2010, UNICEF requested funding support for emergencies including 16 Consolidated Appeal Processes (CAP), 7 flash appeals, 21 non-CAP countries in the Humanitarian Action Report and 17 other crises[16] requiring humanitarian assistance. Overall, UNICEF sought a total of $1.8 billion in 2010 for its humanitarian interventions to ensure the protection of vulnerable children and women.

[16] Other crises include those reflected in immediate needs documents, inter-agency appeals (excluding CAP and flash appeals) and funding from the Central Emergency Response Fund received for countries without appeals, etc.